



## Student Services Master Plan

### The Strategic Plan: The North Star

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The highest level of planning at Santa Rosa Junior College is the Strategic Plan 2014-19. It provides the “north star” for all planning. This plan was developed in an 18 month process that involved a complete revision of the Vision, Mission and Values; stakeholder outreach to numerous internal and external constituencies, an environmental scan and data gathering, and development of an implementation and accountability plan. The Strategic Plan has eight broad goals which encompass student success, academic excellence, serving the diverse needs of the community, improving facilities and technology, establishing a strong culture of sustainability, cultivating a healthy organization, developing financial resources, and improving institutional effectiveness. Each of these strategic goals is supported by broad strategic objectives. The Strategic Plan implementation and accountability plan is coordinated by the Vice President of the Petaluma Campus who also serves and the District’s institutional planning administrator.

### Student Services Plan

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The Student Services Plan, along with the Academic Affairs Education Plan is the institutional-level plan that derives from the Strategic Plan and defines the college’s purpose as an institution of higher learning. The Vice President of Student Services coordinates the Student Services Plan, which includes the specific implementation strategies to support the strategic plan goals and strategic objectives. Each Student Services Department completes a one page, “big picture” plan, to be shared widely and posted publically. That plan includes a mission statement aligned with the college missions, a vision for each area/site, and core values that affirm those of the college. Each plan typically includes 4-5 broad strategic goals. These plans are reviewed twice within every strategic planning cycle, or every 3 years. The current Student Services Plan covers the years 2014-2017.

### Student Services Mission

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Santa Rosa Junior College has established a comprehensive array of student services programs that are carefully designed by a team of eminently qualified professionals. The many leaders of student services — managers, counselors, classified, students — share a commitment to work toward a common vision, guided by the mission of the College and dedicated toward student development. It is the twofold intent of student services to support each student's educational success and to ensure an organization that is measured for effectiveness and satisfaction by both its clients and its providers.

### Program and Resource Planning Process

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The Program and Resource Planning Process (PRPP) is the District-wide, grass roots program/unit level planning. Now that the District has a Strategic Plan, that plan informs the PRPP at the highest level. All programs/units align their own strategies and implementation plans with some aspect of the mission and the strategic plan goals. The PRPP template requires this alignment for every resource request and every goal. The PRPP is completed every spring semester. Resource requests are due in April of each year, and the complete document is completed by May. Over the summer, Vice Presidents prioritize all of the requests from each department/unit of the college. Those priorities move on to the President’s Cabinet and to the Institutional Planning Council for review.

### Student Service Annual Priorities

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The priorities established for the proposed Student Services PRPP requests reflect departmental emphasis on staffing and resources considered essential to support student success and student equity. The Student Services PRPP resource priorities were identified as a result of a collaborative evaluation process that involved members of the Student Services Council (SSC) at key stages. The guiding principles agreed by SSC in ranking budget requests were first, that the request is clearly aligned with District educational and Student Success priorities. Secondly, that the request would assure that program staff work in a safe environment and can achieve quality performance outcomes.

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# Admissions, Records & Enrollment Development

2014-2017

## Vision

To provide students with the necessary self-service tools or personal assistance to assure open access, student success and educational goal completion.

## Mission

To ensure open and equitable student access and assure that enrollment, record management, student confidentiality and student grades are consistently maintained and updated as state, federal and District policies change.

## Core Values

- Learning
- Academic Excellence
- Sustainability
- Diversity
- Community
- Beauty
- Compassion
- Innovation

## Strategic Goals:

1. Develop and implement a comprehensive 3-year Strategic Enrollment Plan with the goal of increasing student enrollments.
2. Collaborate with local high schools to enhance the high school concurrent enrollment program.
3. Collaborate with constituents across the District to develop and implement a targeted community outreach program.
4. Establish a resource/information center for DACA and Dreamer students.
5. Support student success by implementing a student nudge system to assist and remind new students to meet the mandated SSSP requirements (assessment, orientation, education plan).
6. Promote and support student success and increase the number of degree and certificate awards by implementing a comprehensive Ed Planning and Degree Audit tool.

# Counseling & Special Programs

2014-2017

## Vision

The Counseling & Special Programs Department aspires to contribute to the District's vision of building an inclusive, diverse and sustainable learning community by creating personal, responsive counseling and support services and courses that engage the whole person.

## Mission

The mission of Counseling & Special Programs is to provide counseling, instruction and services which assist individuals in attaining their educational, occupational and personal/life goals, and to promote life-long learning through passionate pursuit of personal and professional growth.

## Core Values

- Innovative and responsive support services
- Diversity of staff, of service, in an atmosphere of collegiality and mutual respect
- Community building
- Compassion in all interactions
- Collaboration with staff and the community
- Sustainability in our work environment
- Holistic wellness and promoting joy in learning and work

## Strategic Goals:

1. Support student success through comprehensive and expanded outreach activities, counseling services and teaching that support life-long learning.
2. Increase student retention and successful completion by offering additional orientations, counseling, educational planning, articulation with other colleges, and follow-up services.
3. Enhance cultural competency to better serve all student populations by offering specialized learning communities and support services, and promoting professional development of staff.

# Disability Resources Department

2014-2017

## Vision

Our vision is to have every student with a disability at Santa Rosa Junior College experience equity in their educational and extra-curricular engagement.

## Mission

The Disability Resources Department's mission is to provide people with disabilities equal access to a community college education through specialized instruction, disability related support services, and advocacy activities.

## Core Values

- Learning
- Academic Excellence
- Sustainability
- Diversity
- Community
- Beauty
- Compassion
- Innovation

## Strategic Goals:

1. Support students' success by providing disability accommodations and services in a timely manner.
2. Inspire faculty to develop curriculum and classrooms with principles of Universal Design.
3. Promote a climate of inclusion for students with disabilities through disability awareness outreach and staff development activities.
4. Implement best practices through continuous review and improvement to assure that all disability services are effective and culturally responsive.

# EOPS-CARE

2014-2017

## Vision

To provide “above and beyond” services that support EOPS-CARE students.

## Mission

The mission of the EOPS program is to assist full-time, low-income, educationally disadvantaged students to achieve their educational goals at SRJC in an environment that is responsive to their needs and supportive of cultural diversity throughout the college community. The mission of the CARE program is to assist EOPS students who are single heads of household receiving Temporary Aid to Needy Families (TANF) to complete their education and job-training goals at SRJC by providing them services that are above and beyond EOPS, CalWORKs & TANF.

## Core Values

- Above and Beyond services to students
- Access
- Advocacy for the poor, disenfranchised students and members of our community
- Student Retention
- Diversity
- Community
- Nurturing the personal growth of EOPS-CARE students
- Enhance cultural responsiveness to students’ needs
- Sustainable EOPS practices and services

## Strategic Goals:

1. Meet the lifelong educational and career needs of our communities (e.g. emerging populations, re-entry students, foster youth, second chance, ESL, first generation college student, etc.).
2. Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies.
3. Increase retention and academic progress through student engagement with academic and student services, faculty and staff, campus and community wide activities.
4. Increase the number of students who complete their educational plans and goals.

# Student Affairs & Engagement Programs

2014-2017

## Vision

To engage all students in the richest of learning opportunities so they are inspired to serve and lead in their communities.

## Mission

The mission of Student Affairs is to support and enhance student learning by providing compelling opportunities and transformative experiences in leadership, advocacy, service and cross-cultural understanding.

## Core Values

- Learning
- Academic Excellence
- Sustainability
- Diversity
- Community
- Beauty
- Compassion
- Innovation

## Strategic Goals:

1. Increase retention through student engagement with: academic and student services, faculty and staff, leadership development opportunities, and campus and community activities; spark intellectual curiosity in learner-centered environments.
2. Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement of cultural competence.
3. Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity; expand, support, and monitor district-wide sustainability practices and initiatives.
4. Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives.



# Student Financial Services

2014-2017

## Vision

To remove the financial barriers of attending college for all qualified students.

## Mission

The mission of Student Financial Services (Financial Aid, Scholarship and Veterans Affairs) is to provide timely financial assistance to qualified students so that monetary concerns that are an obstacle to their enrollment, attendance and success in college are minimized to the extent possible with federal, state and private funds.

## Core Values

- Learning
- Academic Excellence
- Sustainability
- Diversity
- Community
- Beauty
- Compassion
- Innovation

## Strategic Goals:

1. Expand and sustain access by eliminating financial barriers, expanding strategic outreach efforts, and delivering timely and effective financial support to qualified students.
2. Increase enrollment, retention, academic progress, and goal completion of students through financial support, focused academic counseling, and clear academic standards.
3. Promote and support social and economic equity in our community through enhanced support of traditionally underserved students: first generation, academically and/or economically disadvantaged, English Language learners, foster youth, Veterans and students with disabilities.
4. Ensure economic sustainability by leveraging resources (federal, state and private), partnering with our community, and contributing to the economic growth of the region through \$35M per year in student assistance programs.



# Student Health Services

2014-2017

## Vision

Our vision is...to have healthy, academically successful students, learning in a healthy college community, with access to health support resources.

## Mission

Our mission is to maintain and improve the physical, mental and social health of students at Santa Rosa Junior College; and to strengthen and inspire the well-being of the entire college community towards supporting student success and life-long learning.

## Core Values

- Health
- Learning
- Academic Excellence
- Sustainability
- Diversity
- Community
- Beauty
- Compassion
- Innovation

## Strategic Goals:

1. Increase SRJC student access to health care on campus and in the community.
2. Increase dissemination of health information to students and staff through a multi-faceted educational outreach approach, including peer to peer program development, expanding on-line education, and strengthening collaborative relationships within the college environment and culture, focusing on health.



# Student Success & Assessment Department

2014-2017

## Vision

The Student Success and Assessment Department aspires to contribute to the District's vision of building an inclusive, diverse, and sustainable learning community.

## Mission

Our mission is to focus on the implementation of the Student Success Act to help students initiate, plan and complete their educational goals. We do this by providing comprehensive assessment services and other services to support student success, promoting life-long learning through passionate pursuit of personal and professional growth.

## Core Values

- Innovative support services
- Diversity
- Community
- Compassion
- Collaboration
- Sustainability
- Joy in learning and work

## Strategic Goals:

1. Support student success through comprehensive assessment services and placement preparation programs.
2. Increase student retention and successful completion through follow-up services.
3. Enhance cultural competency to better serve all student populations.
4. Strengthen integrated student support through collaboration.
5. Expand Student Success and Support services to noncredit students to help them fulfill their educational and career goals.
6. Increase program effectiveness through regular evaluation and improvement.